

City of Houston Lean Six Sigma Training Program

How the City is working to improve processes without increasing resources

What is Lean Six Sigma?

LSS is about going from a process like this...



Lean Six Sigma (LSS) is a customer centric way of thinking and problem solving that seeks to continually identify and eliminate waste.

Lean Six Sigma focuses on:

- Meeting the customer needs
- Eliminating waste (non-value adding activities)
- Problem solving
- Developing people

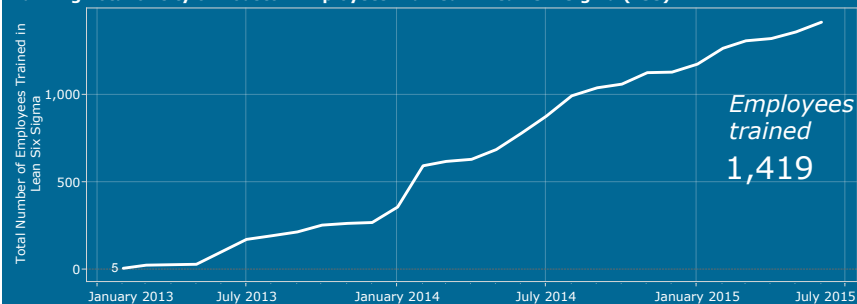
In most businesses, > 90% of resources are spent performing non-value adding activities. Thus, the biggest benefits are driven by eliminating waste.

To a process like this...



The elimination of waste results in increased speed and capacity, as well as reduced costs and customer complaints.

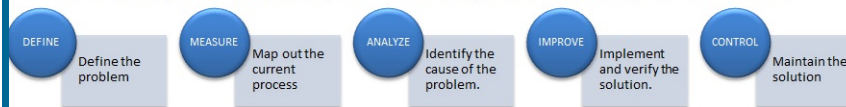
Running Total of City of Houston Employees Trained in Lean Six Sigma (LSS)



The Process for Lean Six Sigma

LSS uses a proven methodology for root cause analysis. This structured approach helps drive improvement..

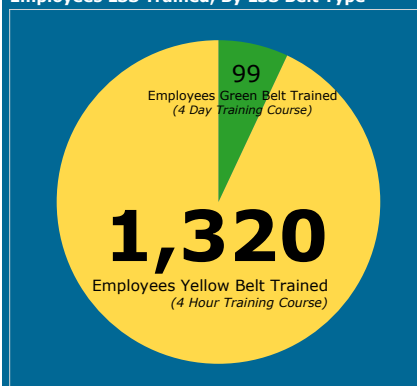
DEFINE, MEASURE, ANALYZE, IMPROVE, CONTROL



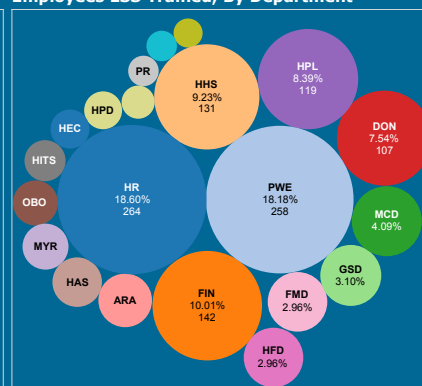
How has Lean Six Sigma Helped City Processes?

- * Courts: Reengineered the Deferred Payment Program in Municipal Courts in order to encourage a higher down-payment, which increased compliance and netted an additional \$1,000,000 from revenue leakage in the first two months.
- * ARA: Designed techniques to reorganize the taxi cab permitting process bringing down the cycle time from a month to 5 days on average.
- * Finance- Closed over 100 legacy grants valued at over \$173M and created a future-state process to close grants upon completion resulting in more accurate financials.

Employees LSS Trained, By LSS Belt Type



Employees LSS Trained, By Department



Learn more about the Lean Six Sigma Training program for the City of Houston at:
<http://performance.houstontx.gov/content/lean-six-sigma-training>

Learn more about the Finance Performance Improvement Division and our projects at:
<http://performance.houstontx.gov/content/performance-improvement-projects>